Moving Participants from Learning to Action

Bruce Spurlock, M.D.
Executive Director, Cynosure Health

Sarah Stout
Managing Consultant, The Lewin Group
Objectives

• At the conclusion of this presentation, the participant shall:
  • Construct a meeting framework that supports learning & action.
  • Describe the value of utilizing "short talks”.
  • Integrate facilitation as an engagement and learning tool.
Today’s Webinar Facilitators

Bruce Spurlock, M.D.
Executive Director
Cynosure Health

Sarah Stout
Managing Consultant
The Lewin Group
Tacit Knowledge

Knowledge comes in 2 flavors – “knowledge that” and “knowledge how.” Knowing that a bicycle has 2 wheels, a seat, handlebars, and a foot-pedal crank, for example, stands in sharp contrast to the practical knowledge of how to ride a bike.

Brent James, M.D.
Death by PowerPoint
Concepts to Review

• How collaboratives differ from a traditional conference
• Making meetings action oriented
• Facilitation to activate participants
• Using “net forward energy” in the room
• Thinking differently about panels
The Signature Style:
Running Meetings with Extraordinary Results

Sarah Stout, Managing Consultant
The Lewin Group
Why do we have meetings?
Informing

Telling

Problem Solving

Leading
Informing  →  Information

Telling  →  Assignment

Problem Solving  →  Solutions

Leading  →  Commitments
Extraordinary Results

Informing → Information
Telling → Assignment
Problem Solving → Solutions
Leading → Commitments
Extraordinary Results

1. Intent
2. Intentionally frame
3. Share stories of success
4. Process for insight
5. Generate commitments
6. Be in action
Extraordinary Results

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“Extraordinary Results”

“The compelling future I stand for is ___________”

Question to run on: “what can I do tomorrow to improve our enrollment process”

Bring in speakers. Generate it in the moment.

Ask:
What did you hear?
What most excited you?
What is your biggest insight?

Request: “What action will I take by Tuesday and what outcome do I expect?”

All stand and commit!
## Traditional Meetings compared to Learning Collaborative Meetings

<table>
<thead>
<tr>
<th></th>
<th>Traditional Meetings</th>
<th>Collaborative Meetings</th>
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<tbody>
<tr>
<td><strong>Goal</strong></td>
<td>To inform</td>
<td>To generate action commitments</td>
</tr>
<tr>
<td><strong>Who Presents Content</strong></td>
<td>Content delivered by ‘experts’</td>
<td>Participants are the SMEs – “the answer is in the room”</td>
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<tr>
<td><strong>Format</strong></td>
<td>30-45 minute presentations followed by Q&amp;A</td>
<td>7-10 minute presentations followed by organized time for individual and group reflection (the ‘powerful cycle’)</td>
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What do we have when we bring people together in one room — physical or virtual — for a meeting?
The Room Is Full Of

Short Attention Spans
Awesome Information Processing Power
Unique Controlling Concerns
Default Setting

Short Attention Spans
Awesome Information Processing Power

Unique Controlling Concerns
People not present
Critical assessment
Multiple agendas in play
For Action/Learning

- Short Attention Spans
- Awesome Information Processing Power
- Unique Controlling Concerns

Everyone present
Open, generative, positive energy
Common agenda in play
The powerful cycle

Frame → Short Talk → Small Groups → Share

- Acknowledge

15 - 30 minutes
Why Short Talks?
Why Short Talks?

The effect of the 7 minute attention span on the audience
Why Short Talks?

The effect of the 7 minute attention span on the audience
Why Short Talks?

The effect of the 7 minute attention span on the audience
Why Short Talks?

They do come back!

% Listening

Minutes
Why Short Talks?

“In conclusion …”

Why Short Talks?
Keep them guessing!
What happens when the audience figures out the pattern of the meeting?
They start multi-tasking
Virtual Meetings Can Be Engaging Too

• Request people to be present (put phones away, close e-mail)

• Keep it engaging
  • Short talks
  • Different voices
  • Avoid reading
  • Visual slides (speaker photos, charts)

• Keep it interactive
  • Polling
  • Chat

• Keep time for processing
  • Build in one minute for individual reflection (use a slide to give space for that)
The Magic of Facilitation
Thinking on your feet
Audience Leadership Spectrum

Traffic Cop
Moderator

Group Progress
Facilitator

Content
Instructor
Facilitators ....

• Create a **safe** environment
  • All teach, all learn – vulnerability is accepted

• Promote **discovery** of new thinking/perspectives

• Manage the group **process**
  • Expectations, fairness, pacing, staying on task

• Promote **consensus** where possible and identify **differences** where necessary
Make a request: ask the audience to be “in the room” in a certain way
Two Kinds of Energy from Different Thoughts, Statements...

Positive (+)
- Take Responsibility ...........
- Opportunities ...............  
- What We Can Do ............
- Acting ......................
- Being Proactive ............
- Good Stories ...............  
- Open .......................  
- Testing ideas ..............

Negative (-)
- Blame, Complain
- Problems
- What We Can’t Do
- Waiting, Wishing
- Being Reactive
- Bad Stories
- Judgmental
- Arguing Opinions

Enlightened Leadership, Doug Krug
What Is The Energy In The Room?

What We Can’t Do

The Past

(-) statements

What We Can Do

The Future

(+ ) statements

Enlightened Leadership, Doug Krug
Net Backward Energy

What We Can’t Do

More Negatives Than Positives

Enlightened Leadership, Doug Krug
Net Forward Energy

What We Can Do

More Positives Than Negatives

Enlightened Leadership, Doug Krug
Thinking Differently About “Panels”
Content Dominant vs. Pragmatics Dominant

**Information Oriented**
- Panelists are experts
- Audience mostly novices
- Panelists address all questions
- Questions scripted/predictable
- Pacing is comfortable
- Leave with awareness and knowledge

**Implementation Oriented**
- Panelists are peers
- Audience also has expertise
- Unique perspectives identified
- Topic domains without scripting
- High-energy, short answers (<60”)
- Active facilitation
- Leave ready to test ideas, share with colleagues
ALL IN WEBINAR
Using a Communication Framework to Improve Care

Led by Andrew Cooper, Interim Director of Communications, Public Health Wales

FREE!

Wednesday, May 4th
9 am Pacific / 10 Mountain / 11 Central / noon Eastern / 5 pm UK
https://attendee.gotowebinar.com/register/1955235512244908291